

Implementation

Space

We can set up a space at the Jacksonville SWS. Arrangements have been made with Southern Shows to rent a 35'x50' space incorporating the existing SWS/VS booth and using the fixtures we already own from VSSF. The budget is attached.

Staffing

The two senior buyers (Missy, Margot), the two assistants (Alicia, Cathy) and I would attend, as would Chris Kearney of SDI and Jodi Solotoff of KWI. We would supplement this crew with temporary sales help hired locally. A total of 11-12 staff will be needed, including NYO people.

It is critical that our NYO staff, including assistants, be on-site, as they are familiar with the workings of VSSF and the merchandise.

Charity

We would need to make some charitable contribution to an AIDS organization to maintain goodwill with the designers whose merchandise we will be selling. The recommendation is to donate a percentage of sales to AmFAR or The AIDS Outreach Center in Fort Worth. The rationale for donating to Fort Worth is that the merchandise consists of the leftover goods from that market.

Next Steps

This is not a true recommendation, as plans are already implemented to proceed. Nevertheless, we need official management approval. In addition, we are seeking approval to proceed with plans for combining VSSF and SWS in 1993.

Supporting Data

Attached are the budget and assumptions on sales.

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TO: Ina Broeman
FROM: Deane Gross
SUBJECT: Virginia Slims Shopping Fling-Jacksonville

DATE: October 21, 1992

Overview

Given what we have learned from the three recent Virginia Slims Shopping Fling events, this recommends a different approach for the future, beginning with a "mini-test" in Jacksonville in two weeks.

The cost of setting up a Fling at the Southern Women's Show (SWS) scheduled in Jacksonville November 5-8 would be approximately \$35,000, which will be self-liquidating; that is, we need only to sell approximately 1500 items to reach break-even.

Situation Analysis

VSSF did not attract the numbers that had been projected, leaving us with excess leftover inventory. The leftovers have been disposed of in three ways: donations to the local charities, donations to the victims of Hurricane Andrew, and through a liquidator.

We have now redirected our thinking and have recommended that VSSF be combined with our participation in SWS. This would revitalize our presence at SWS and provide the opportunity to grow VSSF in an environment with a built-in proven attendance.

There is an opportunity to test this theory at the upcoming SWS in Jacksonville, as described above. **It is important to note that this is not a true test situation: We have done no pre-market check and the goods to be sold are remainders from Fort Worth, not new merchandise with a specific direction or flow and full size ranges.** Further, the space we would utilize in Jacksonville is significantly smaller than what is recommended for next year.

We will be able to make certain assumptions about the viability of this idea after testing it in Jacksonville.

Recommendation

Simply put, this recommends that we take a portion (already designated) of the remaining merchandise from the Fort Worth VSSF and set up a booth at the Jacksonville SWS to simultaneously test the new idea and liquidate the leftover goods. The goods would be sold at 25% off the VSSF price, which would net higher dollars than turning the merchandise over to a liquidator, even accounting for the cost of setting up the booth, hiring staff, etc.

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IMPLEMENTATION PLAN

Present your plan for accomplishing the recommended course of action. Break your plan down into components like timing and resource requirements. Organize logically into sections with appropriate headings.

NEXT STEPS

What is the reader expected to do? Tell the readers exactly what will happen if he concurs. Be specific about dates, people and financial commitments.

SUPPORTING DATA

Attached exhibits relevant to the subject. Contains supplementary information readers may want to review, but they should not have to refer to this section to understand and concur with your proposal.

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PHILIP MORRIS
PROPOSAL FORMAT

OVERVIEW

A paragraph that tells the reader the purpose of the document. It should include the main idea (the situation and recommendation) and your opinion on the subject (the reason this is sound proposal).

Overall cost and concurrences should be included if possible.

This opening section serves as an executive summary and provides perspective on what follows.

SITUATION ANALYSIS

Perspective on the subject with emphasis on historical aspects. Why are we facing this problem or opportunity? What are the relevant facts and assumptions?

RECOMMENDATION

A concise statement of the recommended action and how it will be accomplished. Focus on the "what." Provide enough to give the reader a clear overall picture, but save implementation details (the "how") for later.

RATIONALE

A numbered list of reasons that support the recommendation in order of importance. Include the expected impact on the business and relevant precedents.

Each reason should start with a clear topic sentence followed by supporting facts.

ALTERNATIVES CONSIDERED

A brief description of other actions considered. Discuss why each was rejected in favor of your proposal. Only include serious alternatives.

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OUTLINING A PROPOSAL

FLOW OF THE OUTLINE

- o Where are we today and why are we there?
(SITUATION ANALYSIS)
- o What should we do about it?
(RECOMMENDATION)
- o Why is this a good thing to do?
(RATIONALE)

THE EIGHT STEP OUTLINING PROCEDURE

1. Review your strategy. Know precisely what you want to accomplish. Write it down.
2. Put down all supporting arguments, facts and assumptions on paper in any order. Do not number or judge them yet.
3. Separate the "givens." This is background information that will go into the Situation Analysis. Eliminate all but the minimum needed for the reader to understand the situation and concur with the proposal.
4. Eliminate or fix invalid arguments.
5. Tighten fuzzy arguments. Combine similar arguments into stronger statements.
6. Rank arguments from most telling to least important. Remember the ranking should be based mainly on what is important to the reader.
7. Review how the reader's mind works and test your argument against the reader's criteria. Look for weaknesses and strengthen. Be certain you haven't missed anything the reader will want to know.
8. Trim from the bottom up, leaving only as many arguments as you need to sell your proposal.

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